



ITIL Exam Preparation



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Examining the Case Study



- Read everything through once
- Pay close attention to the pages that relate to company policy and strategy especially where related to Information Technology
- Make a summary or a diagram that includes the essential elements of the case study
- If needed, draw a configuration diagram of the hardware and software, and the relationships between them

Analysis of the Case Study



What are the current problems? Watch for indicators

like:

- No administration
- Forced by circumstances / Politics
- Nearly / Virtual / Different / New Infrastructure
- Communication issues
- No [process] / Not working as it should
- Duplication
- Awareness
- Staffing
- Outsourcing / In sourcing
- Multiple sites / Globalization
- Continuity

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Analysis of the Case Study



- Which parts of the policy could have an effect on IT?
- Adopting a customer-oriented approach
 - Cost-consciousness
 - Control
 - New strategies
 - External Markets
- Which organizational factors are important here?
 - Geography / Time-zones
 - Culture / Language
 - Organization
 - Mergers

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Some considerations



- Costs (Set-up/Ongoing - (PATHES))
- Benefits (Cost savings, Productivity, Client satisfaction, Control)
- Problems (Buy in, Circumvention, Staffing, Training, Cash)
- Job descriptions (Reports to, Skills, Responsibilities)
- Metrics (Management Information)
- Tools projects (CASE, DB management, Query – Structured Query language)

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Some considerations



P-A-T-H-E-S (Costs)

- TWO TYPES: (Set-up and On-going)
 - People
 - Accommodation
 - Tools Staff (Training Recruitment, Consultancy)
 - Hardware
 - External (Suppliers, Outsourcing, Consultancy)
 - Software

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Some considerations



Possible bottlenecks:

- Where do you start
- Resistance to change (IT & User)
- Over expectation
- Lack of commitment (IT, Users & Management)
- Lack of information
- Lack of Planning
- Lack of training
- Lack of resources
- Lack of tools
- Vendor influence
- Culture shock
- Cost justification
- By-passing procedures
- Formalised structure (Level & Set up)

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Some considerations



Possible benefits:

- Improved quality of IT services
- Long term cost benefits
- Improved forecasting
- Increased productivity (IT & User)/stop time being wasted
- Improved metrics & management reporting
- Improved visibility of IT
- Improved interworking, (IT & User) development of Service Culture
- Better control of IT & IT services
- Cost comparison (Counter/Justify FM)
- Clearly defined responsibilities

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Some considerations



METRICS:

- All disciplines, generally:
 - Number of.....
 - Percentage of.....

- Need to be:
 - Monitored
 - Measured
 - Analysed
 - Reported
 - Reviewed
 - Audited

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Some considerations



TOOLS:

- General:
 - Adequate/appropriate for business
 - Automated procedures

- Stages in Tool Procurement:
 - SOR (Statement of Requirements)
 - ITT - (Invitation to Tender)
 - Review alternatives
 - Secure funding
 - Select & recommend (site visits, demonstrations, trials)
 - Procure
 - Implement trial/pilot

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Some considerations



JOB DESCRIPTIONS:

- Reports to: IT Director/ IT Manager
- Attributes/Skills:
 - Familiar with CCTA ITIL (ISEB qualified)
 - Good interpersonal skills
 - Good communications skills
 - Man management skills
 - Project management (PRINCE2)
 - IT knowledge and experience
 - Budgetary management skills
 - Business knowledge/awareness

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Some considerations



Responsibilities:

- Implementation of the function (plan, publicise, oversee)
- Secure funds (set-up, growth and changes (staff and training))
- Agree overall objectives of the function
- Agree scope of the function and interfaces
- Publicise the function
- Recruitment and training of staff
- Ensure all Changes are controlled by Change Management
- Ensure efficiency and effectiveness of function (How well are we doing)
- Evaluate and procure tools
- Audit function, staff and procedures
- Implement remedial actions for shortfalls
- Conduct regular reviews/Post-mortems
- Monitor metrics and produce regular reports (Trend Analysis)
- Establish and implement procedures
- Ensure targets are achieved (Involve whoever is responsible)
- Customer focused/satisfaction (conduct reviews with customers)

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Some considerations



Project Stages:

- Feasibility Study and User Survey
- Initiate Project
- Board, Manager, Team, Staff
- Ensure adequate funding available
- Gap analysis
- Specification of requirements (Scope, Objectives)
- Mount awareness campaign (continuous)
- Evaluate and Select Hardware and Software systems
- Purchase Hardware and Software (Develop software)
- Implement
- Install system
- Develop procedures
- Test procedures (Back out Plans)
- Implement systems (Possibly using a Pilot)
- Monitor system
- Post implementation review
- Project review

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Reading the question



- Read the question once in its entirety
- Are there terms that are unclear, e.g. elements, communication structure? Circle these first.
- Underline the verbs in the question
 - describe, investigate --> how do these affect your answer?
- Underline the qualifiers in the question
 - most important activities, sufficient capacity
- Underline the most important factors in the introduction
 - no formal function, department consists of fifteen employees

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Key words



- Compare: Look for similarities and differences.
- Contrast: Set in opposition, in order to bring out differences.
- Criticize: Give your judgment about the merit of theories or opinions, or about the truth of facts; substantiate your judgment by a discussion of the evidence.
- Define: Set down the precise meaning of a word or phrase. Show that the distinction implied in the definition is necessary. Refer to the source if possible, it is essential to state the way in which you are using the terms.
- Describe: Give a detailed or graphic account of.
- Discuss: Investigate or examine by argument, sift and debate, giving reasons for and against.

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Key words



- Evaluate: Make an appraisal of the worth of something in the light of its truth or utility; include your personal opinion.
- Explain: Make plan, interpret, and account for.
- Illustrate: Use a diagram, or flowchart to explain or clarify, or make clear by the use of concrete examples.
- Interpret: Expand the meaning of; make clear and explicit; usually giving your own judgment also.
- Review: Make a survey of; examine and subject critically.
- State: Present in clear, brief, form.
- Summarize: Give a concise account of the main points or substance, omitting details and examples.
- Trace: Follow the development of history of a topic from some point of origin.

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Key words



- **Relate:** Show how things are connected to each other, and to what extent they are connected, or affect each other.
- **Outline:** Give the main features or general principles of a subject, omitting minor details and emphasizing structure and arrangement.
- **Justify:** Show adequate grounds for decisions or conclusions.

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Structuring the answer



- First write down the words you are unclear about in the question and what your interpretation of them is.
- Decide which form the answer should take:
 - for whom?
 - consequences for language style?
 - extensive or brief?
 - should you give your own opinion or consider things from a neutral perspective?
- Decide what exactly is expected from your answer:
 - consider the relationship with other processes e.g. if configuration management is poor, what impact will this have elsewhere?

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Structuring the answer



- Which components of the ITIL theory apply here?
- Check that you have incorporated all the assumptions of the case study - geography etc.
- Write your answer briefly and precisely.
- Reread your answer and take the examiners position then make changes where necessary.

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Examination Subjects



- Distinguish between different phases
 - Preparation → awareness, project setup
 - Implementation → project control, creating procedures
 - Ongoing → managing processes, metrics, control
- Comprehensible language
 - Primarily aimed at the business
 - Brief, powerful, positive and motivating
 - Avoid being wordy, BUT answer the question

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